Resources on Privatization in Corrections: Annotated Bibliography

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U.S. Department of Justice
National Institute of Corrections
Information Center

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Introduction

This bibliography has been developed for participants in a three-hour satellite videoconference presented by the U.S. Department of Justice, National Institute of Corrections (NIC) on August 29, 1996. Coordinated by the NIC Academy, the interactive videoconference has been designed to address issues in the privatization of both correctional facilities and corrections-related services.

The NIC Information Center has prepared this bibliography as a resource for further exploration of options and issues in correctional privatization. The bibliography lists more than 100 documents selected from the collection of NIC’s Robert J. Kutak Library, located with the NIC Information Center in Longmont, Colorado. For each title, the citation lists the author(s), source, sponsoring agency if applicable, date, pagination, and a unique accession number. An annotation is provided for most titles, except those dating from 1988 or earlier.

Materials selected for this bibliography are a representative sampling of materials from the NIC Information Center collection. The first section of the bibliography lists books and similar material that must be obtained directly from their original source. Most items listed in the second section of the bibliography are available from the NIC Information Center, depending on copyright and permission status. Available materials can be obtained free of charge by calling (800) 877-1461. Readers are asked to limit their requests to five titles at a time.

Interested persons can discuss listed titles and other materials related to privatization with an NIC Information Center Corrections Specialist by calling the number provided above. Readers are also encouraged to share with NIC additional materials on privatization. Such items could include program descriptions and evaluations, materials related to contracting and contract monitoring, and other literature.
Resources on Privatization in Corrections: Annotated Bibliography

Section 1. Books and Similar Materials
Seven hundred forty-nine (749) jail and detention facilities responded to this industries survey. Results are divided into four major sections. Section one discusses general data on all survey respondents, and general data and summary of specific information on jail industries currently operating. Jurisdictions not operating jail industries and some reasons as to why are listed in section two. Section three identifies jurisdictions that are considering start up of jail industries. A mailing list of jurisdictions operating jail industries is provided in section four, along with specific data on each operation. This data includes: industry types, standards and regulations, inmate training, inmate and civilian employment, inmate wages, and private sector involvement. The 1991 Supplement is provided. Not copyrighted.

The Select Oversight Committee on Corrections compares the quality of services provided by a private contractor to the quality of services provided by the State at prisons which are comparable in size, population, and physical plant. The Committee's conclusion is that all three facilities are operating at essentially the same level of performance. Recommendations are offered to guide State policy makers as they look for ways to improve the correctional system. The report of the Fiscal Review Committee of a comparison of the costs of the State and private operations at the same three facilities is also provided. The purpose of this report is to reflect how such cost comparisons will be made in order to reduce future problems which may arise when such comparisons are reported. Also included in this manual is a section from a contract between the State and a private corporation entitled, "Article 9: Contract Compliance," that discusses the following issues: breach, State breach, liquidated damages, partial default, termination, partial takeover, termination due to unavailability of funds, termination for convenience, and performance bond and payment. Not copyrighted.
Various essays discuss auto theft and its prevention, proportionality in the philosophy of punishment, public opinion and crime, sentencing reform structures, mandatory penalties, adjusting to prison life, and private penal institutions. Copyrighted.

This report provides information to assist the state of Washington's legislature in its deliberations on privatization. Numerous issues and obstacles related to privatization are addressed in the technical appendices, which are designed to be used as guidelines to be followed in the event that privatization is pursued. Not copyrighted.

This book presents the history of privatization, examines the effects of politics on it, and provides some alternative perspectives about the value of privatizing prison management. Through the presentation of political, social, economic, and administrative arguments, this book attempts to explain the development of arguments against privatization. The author analyzes three private prisons, compares them to three public prisons, and reveals the barriers to successful prison privatization. His study identifies ways that the policymaking process might be adjusted in order to enhance the use of privatization within the corrections industry. Copyrighted.

An overview of the feasibility of involving the private sector in probation services that are currently handled by the public sector is presented. Successful management methods used by probation departments to smoothly create a public/private partnership are
examined. Not copyrighted.

011441        Kutak HB 1010 Large
Large Jail Network: Privatization and Women Offenders in Large
Jails
1993         ca. 400 p.
cs: National Institute of Corrections. Jails Division (Longmont,
CO)
The focus of the 1993 summer meeting is on privatization in
corrections, medical and mental health care for women offenders, and
programs for women offenders. This manual contains articles and
reports on privatization followed by a selected bibliography,
facility census information, and a listing of management firm
addresses. Contains copyrighted material.

006977        Kutak HB 346.10 Legal
The Legal Dimensions of Private Incarceration
Robbins, Ira P.
cs: American Bar Association. Section of Criminal Justice (Chicago,
IL)
SP: John D. and Catherine T. MacArthur Foundation (Chicago, IL);
National Institute of Justice (Washington, DC)
The legal implications involved in the privatization of prisons
and jails must be fully addressed before the private sector becomes
more involved in institutional management. This document presents a
Model Contract and Model Statute for all jurisdictions considering
privatization. The constitutional, contractual, and statutory
dimensions are discussed. Includes bibliography. Copyrighted.

011652        Kutak HB 1545 New
New Paradigms for Government: Issues for the Changing Public
Service
Ingraham, Patricia W.; Romzek, Barbara S.
Jossey-Bass Publishers (San Francisco, CA)
The Jossey-Bass Public Administration Series
This book addresses specific issues involved in reforming
government agencies. It explores the functions of government
organizations, their ways of effectively managing change, and how
they can remain accountable under a reformed system. The issues
examined include purchasing services, managing contracts, personnel
administration, employee rights, leadership roles, political
influences, and fostering innovation. Copyrighted.

012508        Kutak HB 820 Office
Office of Health Services: Five Year Needs Assessment
1994             137 p.
cs: Florida Dept. of Corrections. Office of Health Services
(Tallahassee, FL)
The Florida Department of Corrections' Office of Health Services addresses the issue of correctional health care needs. This is achieved by examining the organization, provision of health care, accomplishments, and alternatives to current practices. This document addresses the following areas projected over a five-year period through 1998: organization and structure; growth of health care costs, services, and staffing; assessment of needs; anticipated problems and opportunities; assessment of services provided by outside health care providers; cost-containment strategies; privatization policies and their impact on health care quality and its cost; and recommended courses of action. (Intro.) Not copyrighted.
Private Sector Operation of a Correctional Institution: A Study of the Jack and Ruth Eckerd Youth Development Center, Okeechobee, Florida
Brown, Aaron A.
1985

Cunningham, William C.; Strauchs, John J.
Butterworth-Heinemann (Stoneham, MA)
1990 381 p.

The two program areas studied in this review represent two different approaches to privatization. The first study observes and compares the quality of care and resident life at two intermediate care facilities for the mentally retarded; these are Outwood, a privately managed and operated facility, and Oakwood, a Commonwealth run facility. In the second program area, three minimum security correctional facilities are selected for a cost comparison.
and oversight. Copyright not indicated.

Privatization Toward more Effective Government: Report of the President's Commission on Privatization
Linowes, David F.
1988

Government programs that were reviewed for possible increase of private sector participation include low-income housing, federal loan programs, educational choice, the postal service, contracting out of prisons, and Medicare.

Privatizing Correctional Institutions
Bowman, Gary W., ed.; Hakim, Simon, ed.; Seidenstat, Paul, ed.
Transaction Publishers (New Brunswick, NJ)
1993 257 p.

The cry of the public to put more offenders behind bars has resulted in serious overcrowding problems in the nation's federal and state correctional institutions. This book explores the issues of private versus public financing, construction, and management of medium and maximum security prisons. Numerous authors examine different aspects of privatization, such as prisons for profit, abuse of inmates, modern contracting out of complete management and limited services, and public/private partnership in prison industries. Copyrighted.

Privatizing the United States Justice System: Police Adjudication, and Corrections Services from the Private Sector
Bowman, Gary W., ed.; Hakim, Simon, ed.; Seidenstat, Paul, ed.
McFarland and Co. (Jefferson, NC)

Twenty-six essays discuss privatization of police, adjudication, and corrections. Within corrections, papers discuss: a management perspective on privatization of jails; the public sector's responsibilities; economic of privatizing criminal justice facilities; Canadian perspectives: barriers to entry of the private sector, and, Warren Burger's "More Warehouses, or Factories with Fences?" Copyrighted.

Punishment for Profit: Private Prisons/Public Concerns
Shichor, David
Sage Publications (Thousand Oaks, CA)

The author examines the ethical, legal, political, and
theoretical considerations surrounding the management and operation of correctional facilities and inmates by private enterprise. Areas discussed include: the historical record, legal issues, management concerns, expense data, monitoring matters, and outcome measures, such as whether private operations of prisons show a better result than the present system in reforming inmates. (cover) Copyrighted.

010467 Kutak HB 346.10 Report
A Report on Jail Privatization: One County's Battle (Revised)
Gigante, Julia Stanton; Casey, Charles S.
cs: National Sheriffs' Association (Alexandria, VA)
Factors leading to the unsuccessful relationship between Monroe County (FL) and Wackenhut Corporation, which included an early contract termination, are related. Appendixes include a copy of the agreement between the county and Wackenhut, the relevant state statute, and an inspection report. Not copyrighted.

011908 Kutak HB 1010 Research
Research in Brief Overview of Jail Privatization and Regionalization of Jails
Moser, Aldine N., Jr.
cs: National Sheriffs Association (Alexandria, VA)
This document provides a wide array of topics relative to the issues of jail privatization and the regionalization of jails. Topics presented include: a history of jails; considerations for privatization and regionalization; overview of private adult correctional facilities; results of 1990 and 1994 regionalization of jails surveys; prisoner costs; employment overview; mutual aid; extradition; resolutions on privatization and regionalization; and an overview of the sheriff's roles. Copyrighted.

010175 Kutak HB 346.10 Well Kept
Well Kept: Comparing Quality of Confinement in a Public and a Private Prison
Logan, Charles H.
SP: National Institute of Justice (Washington, DC); U.S. Bureau of Prisons (Washington, DC); National Institute of Corrections (Washington, DC)
Using eight indicators to assess the quality of confinement, the author compares a privatized women's prison with a state-operated and a federal prison for women. Analysis of Prison Quality Index scores — based on the quality of security, safety, order, care, activity, justice, living conditions, and management — found high performance for the privately-operated women's prison. An executive summary is included. Not copyrighted.
Resources on Privatization in Corrections: Annotated Bibliography

Section 2. General Materials
Based on the results of eight surveys returned from thirty-two state and federal facilities in Colorado, Nevada, and New Mexico, this paper examines the application of various health care management techniques intended to control medical service cost, utilization, quality, and information in correctional institutions. Agencies accustomed to proprietary medical services may be less inclined to adopt managed care techniques than those that are already contracting. Contractors appeared to be generally closer to the health care management concepts of a health maintenance organization, and to employ a wider range of cost containment methods. Copyrighted.

Are "Doing Well" and "Doing Good" Contradictory Goals of Privatization?

Thomas, Charles W.
Large Jail Network Bulletin, Winter 1993, p. 3-7
1993 5 p.

This article addresses the fear of many organizations that private corporations will forfeit quality in correctional services for profit. Thomas examines the cost savings of privatization and he analyzes the quality of service provided by contracting agencies. Overall, his analysis finds that private corrections management does save money for the government and that the caliber of correctional services is not compromised in the process. Not copyrighted.

Assemby Bill No. 1408: An Act to Amend Section 1170 of the Penal Code, Relating to Parole

1995 5 p.

This document presents the contents of an act to amend a section of the California penal code relating to parole. The act authorizes the court, upon recommendation of the director of corrections, to recall the sentence of a prisoner not normally eligible for parole, but who is permanently physically incapacitated and/or terminally ill with an incurable condition. The formal contents of the act are included in their entirety. Not copyrighted.
Detainees with Mental Illnesses
cs:  Policy Research Associates (Delmar, NY)
SP:  National Institute of Justice (Washington, DC); U.S. Dept. of Health and Human Services. Center for Mental Health Services. Division of Program Development and Special Populations (Rockville, MD)

This document contains core elements in the development of formal agreements between county or municipal sheriff's and/or jail administrators and mental health service providers. It outlines respective roles and responsibilities of jails and mental health services agencies in coordinating for the services and care of jail detainees with mental illnesses. A model contract is provided, along with an examples of an actual letter of agreement. Not copyrighted.

Briefing Paper: Trends in Jail Privatization
cs:  National Institute of Corrections Information Center (Boulder, CO); LIS, Inc. (Boulder, CO)
SP:  National Institute of Corrections (Washington, DC)

This briefing paper provides an overview of trends in jail privatization as evident in the following models: private management, development of a facility by the private sector, and private sector services provision. The author summarizes pro and con arguments, growth trends and the current extent of privatization in jails. Appendix A presents policy statements on corrections privatization from the American Jail Association, the American Federation of State, County and Municipal Employees, the American Bar Association, the American Correctional Association, and the National Sheriffs' Association. Appendix B lists state legislative statutes pertaining to corrections privatization and Appendix C provides a list of privately operated correctional facilities. Includes bibliography.

U.S. Government Printing Office (Washington, DC)

The administration of contracts for community corrections centers (halfway houses) by the Bureau of Prisons (BOP) is discussed. Recommendations for improvement include: utilize both government and contractor operated facilities; improve BOP's scrutiny of contractors; maintain system for tracking complaints regarding misconduct allegations; amend BOP's monitoring process; and work to expand the availability of drug treatment. Not copyrighted.
Commissary Delivery by Canteen Corporation
Irwin, Donna C.; Rainey, Richard K.
1990 29 p.
cs: Contra Costa County Sheriff-Coroner's Dept. (Martinez, CA)
Positive and negative factors for entering a service contract to supply commissary services for a correctional facility are identified. Further documentation includes information about complaints regarding price increases of commissary items, a contract with Canteen Company, and order forms. Not copyrighted.

A Compendium On Food Services Privatize Or Not
Mulry, John J.
1992 4 P.
cs: Pinellas County Sheriff's Office (Clearwater, FL)
Developed for Pinellas County, Florida, this brief analysis presents both positive and negative factors of privatizing jail food services. Not copyrighted.

Constructing Correctional Facilities: Is There a Role for the Private Sector?
Sevick, James R.; Cikins, Warren I.
Brookings Dialogues on Public Policy 1987

These papers were presented at a conference at the Brookings Institution, January 6, 1987.

A Contract for the Delivery of Health Care Services to Individuals under the Custody and Control of the Maine Department of Corrections
cs: Maine Dept. of Corrections (Augusta, ME)
This document details the delivery of health care services to inmates in the Maine Department of Corrections facilities. Rider A includes specifications of work to be performed in such areas as screening, medications, psychiatric and emergency care, dental and optometric care, and other specialty services. Rider B discusses payment and other provisions. Not copyrighted.

Contract Health Care: Is It a Cure for Ailing Services or a Curse?
Hill, Janice B.
cs: Pinellas County Sheriff's Office (Clearwater, FL)
A nine-page paper briefly discusses issues of health care contracting, followed by a checklist for evaluating compliance of contract health care provider with the criteria enumerated. The document also includes a forty-six page agreement between the Sheriff of Pinellas County and Prison Health Services for provision of contract health services. Not copyrighted.

002969 Kutak VF 346 Contrac
Contracting for Community Corrections Services
Jensen, Cristy; Lieber, Harley; Scherman, Richard; Thiel, Karen
Smith
1987 4 p.
cs: National Institute of Corrections (Washington, DC)
SP: National Institute of Corrections (Washington, DC)
CN: NIC-TA#87-G002
Topics discussed include: needs assessment, make or buy decision process, request for proposals, contract development, and contract management and evaluation. Not copyrighted.

serial Kutak Periodical
66
Corrections and the Private Sector
National Institute of Justice Research in Brief, October 1984
1984
cs: National Institute of Justice (Washington, DC)
Not copyrighted.

002540 Kutak VF 346 Corrections
Corrections and the Private Sector
Mullen, Joan
1984
cs: National Institute of Justice (Washington, DC)
National Institute of Justice Research in Brief

007113 Kutak VF 346.10 Corrections
Corrections and the Private Sector: A Guide for Public Officials
Grant, Judy S.; Bast, Diane Carol
Heartland Policy Study, n. 15
1987 20 p.
cs: Heartland Institute (Chicago, IL)
Growth of privatization, economic issues, legal issues, and political issues are topics presented. Includes bibliographical references. Copyrighted.

004628 Kutak VF 346 Correct
1985 85 p.
CS: National Institute of Justice (Washington, DC)
This volume presents summaries of the major addresses and all sixteen panels, who represent decision-makers from corrections, corporate, legal and political institutions. Not copyrighted.

009400 Kutak VF 346 Cost
Cost and Price Analysis Handbook
Vann, W.L.
cs: U.S. Dept. of Justice. Office of the Procurement Executive
(Washington, DC)
The Department of Justice developed a cost and price analysis handbook to assist buyers in negotiating reasonable contract prices. Basic instructions outline cost elements and price analysis techniques as a supplement to regulations and policy manuals. Not copyrighted.

004284 Kutak VF 660.30 County
County of Sonoma Request for Proposal for Providing Food Services to the Adult Detention Facilities of the Sonoma County Sheriff's Department
McDermott, Roger, M.
1986

cs: Sonoma County Sheriff's Dept. (Santa Rosa, Ca)

010232 Kutak VF 1375 Criminal Justice in an Entrepreneurial Environment: An Examination of Misdemeanor Probation in Florida
1990 29 p.
cs: Florida Legislature. Senate. Committee on Corrections, Probation and Parole (Tallahassee, FL)
A report prepared by staff of the Florida State Senate's Committee on Corrections, Probation and Parole describes the state's misdemeanor probation programs. Three sections describe organizational aspects, offender recognition, and funding for misdemeanor programs operated by: (1) state contract (i.e., financial subsidy), (2) county and private agencies, and (3) Driving Under the Influence (DUI) programs. Each section includes a review of policy questions and considerations. The penultimate section provides recommendations. Not copyrighted.

012479 Kutak VF 370 Curbing
Curbing the Cost of Incarceration in California
Hurtt, Rob
cs: California. Legislature. Senate (Sacramento, CA)
This document provides an examination of the cost of crime to society and recommendations for reducing the cost of incarcerating convicted felons in California. In this analysis, the study discusses truth in sentencing, recidivism rates and costs of
incarceration. In order to save costs, the analysis discusses and recommends expanded use of prison industries, prevailing wage reform for prison construction projects, privatization of prison management, as well as eliminating wasteful correctional spending. Not copyrighted.

010499 Kutak VF 346 Depart
Department of Corrections, General Terms and Conditions [in a Contract Agreement] (Revised)
1990 13 p.
cs: Washington State Dept. of Corrections (Olympia, WA)
Definitions provided include such words as contractor, department, contracts administrator, minority, OMWBE, and Women's Business Enterprise. Conditions of contract agreements include explanations of the following topics: nondiscrimination, utilization of minority-owned and women-owned businesses, billing procedures, conflict of interest, treatment of assets, safeguarding of inmate information, rights in data, industrial insurance coverage savings, disputes, termination procedures, and employment. Not copyrighted.

010421 Kutak VF 346 Depart
Department Review of Contract Providers for Offenders [Policy' and Procedures]
cs: Utah Dept. of Corrections (Salt Lake City, UT)
Established to provide the policy, procedures and requirements for review of programs administered by providers under contract to the Department, this chapter discusses the establishment of standards and the creation of a committee to monitor compliance. On-site review procedures that include scheduling and preparation, entrance interview, exit interview, report, and follow-up are described. Not copyrighted.

010884 Kutak VF 940.40 Develop
Developing Private Sector Prison Industries: From Concept to Start Up
cs: Criminal Justice Associates (Philadelphia, PA)
SP: National Institute of Justice (Washington, DC); U.S. Bureau of Justice Assistance (Washington, DC); Nebraska Dept. of Correctional Services (Lincoln, NE)
Intended to encourage and assist those who want to develop a private sector prison industry (PSPI), this report describes the complicated development process. The document presents a comprehensive discussion of PSPI, from designing and developing a PSPI program to finding private sector partners to program implementation. Appendices include survey results of a PSPI questionnaire, listed by state. Not copyrighted.
The Development, Present Status, and Future Potential of Correctional Privatization in America (Rev. ed.)

Thomas, Charles W.; Logan, Charles H.
1991
34 p.

Background information on "the growing crisis in corrections", eg. increasing prisoner populations and overcrowded facilities, lead into a discussion of correctional privatization. Some topics considered in a discussion of private corrections include: prisoners' rights, legal liabilities, constitutionality, quality, accountability, and coat issues. The final section suggests future prospects for correctional privatization. Not copyrighted.

Economic Interests and Prison Expansion

1995
37 p.

This document is a compilation of articles on the economic impact of prison expansion in the United States. The articles discuss the political interests and economic interests that encourage prison expansion and the resulting growth of local communities. Also explored are the profits of correctional privatization and the marketing of the corrections industry. Copyrighted.

Experiences and Issues in Private Sector Management Contacting in Corrections

1986

Florida Legislature, Senate, Committee on Corrections, Probation and Parole (Tallahassee, FL)

The Federal Bureau of Prisons' Experience with Privatization

Bronick, Matthew J.
1989
34 p.

Following a review of the Federal Bureau of Prisons' activities in large-scale contracting for services, including contracting with private correctional facilities, the Bureau's experience relative to issues raised by critics of private prisons is discussed. Not copyrighted.

The Future for Small Agencies Operating Contract Return-to-Custody Prisons by the Year 2000

Schartau, Raymond M.
1990
85 p.

California Commission of Peace Officer Standards and Training.
Command College (Sacramento, CA)

Written as an assignment for the Peace Officer Standards and Training (POST) seminar, this futures study examines trends in the operation of state prisons for parole violators by contracting police agencies. Topics of discussion include: personnel recruitment and retention, corrections vs. public safety, transition to state corrections rules, lack of consistent state guidelines, and the assignment of high-risk inmates to Return to Custody (RTC) facilities. Specific attention is given to anticipated problems and policy issues. The City of Delano and the Delano Police Department served as a model for strategic planning and transition management regarding RTC issues. Copyrighted.

010170 Kutak VF 346 Govern
Government Contractors: Are Service Contractors Performing Inherently Governmental Functions?
Forcier, Donald Z.; Curtis, Lois J.; Forman, Jeffrey S.
United States General Accounting Office, GGD-92-11
cs: U.S. General Accounting Office (Washington, DC)
Citing the difficulty in defining governmental functions, the U.S. General Accounting Office evaluates whether service contractors for selected government agencies are performing governmental functions. This report presents an analysis of the causes and potential effects of such occurrences within some contractual arrangements. A final section provides recommendations and matters for consideration concerning contractors and governmental functions. Appendices present background information concerning GAO case studies and commentary from several agency representatives. Not copyrighted.

007227 Kutak VF 940.40 Guide
A Guide to Private Sector Prison Industries: Identifying, Screening, and Contacting Companies (Draft)
cs: Wharton Center for Applied Research (Philadelphia, PA)
SP: National Institute of Justice (Washington, DC)
Not copyrighted.

005798 Kutak VF 346.10 Guide
Camp, Camille Graham; Camp, George M.; Osmond, Gordon
cs: Criminal Justice Institute (South Salem, NY)
SP: National Institute of Corrections (Washington, DC)
CN: NIC-FL-8
Not copyrighted.
Alaska uses contract jails to incarcerate pretrial detainees and hazardous short-term prisoners since the state does not have locally supported county jail systems. These facilities serve as independent contractors for rural communities and range in size from two to fifteen beds. This document outlines the history of contract jails, facility assessment, and standards development. Not copyrighted.

This review of research on the privatization of corrections in the United States addresses: historical trends, privatization as an option in corrections, the "pros and cons" debate, and the future of correctional privatization. A table indicating the pro, neutral, or con privatization is included. Not copyrighted.

This article focuses on the impact of correctional privatization on the legal rights of prisoners. The author suggests that prisoners of private facilities experience fewer limitations in pursuing the legal remedies specified under 42 U.S.C. Section 1983 than prisoners housed in public facilities. Copyright status unknown.

Impact of the Private Sector on Prison Industries
Farkas, Gerald M.
1985
UNICOR (Washington, DC); Corrections and the Private Sector: A National Forum : 1985 (Arlington, VA)

Issues in Contracting for the Private Operation of Prisons and Jails
Hackett, Judith
U.S. Government Printing Office (Washington, DC)
Research Report (National Institute of Justice)
1987

CS: Council of State Governments (Lexington, KY); National Institute of Justice (Washington, DC)

The major issues discussed include: legal aspects of contracting, policy and program issues before deciding to contract, requests for proposals and contract agreements, and contract monitoring and evaluation methods. Recent state experiences, major conclusions, and twenty-seven recommendations are presented. Not copyrighted.

012940

Lease Purchase of Prison Facilities
Peters, Howard A., III
1995

CS: Illinois Office of the Governor (Springfield, IL)

The private construction of 4,836 corrections beds includes three cellhouse wing additions, five new cellhouses, and a new medium security prison. This document is a memorandum on the lease purchase for these facilities. Not copyrighted.

006499

Limits of Privatization
Starr, Paul
EPI Study Series ; N. 2
1988

CS: Economic Policy Institute (Washington, DC)

Starr states that privatization is not the only solution for the many existing, complex problems, and that a balance needs to be achieved between public and private organizations.

008420

Marion Adjustment Center Evaluation
Denton, Judith
1990

CS: Kentucky Corrections Cabinet. Office of Administrative Services. Planning and Evaluation Branch (Frankfort, KY)

Information on Marion Adjustment Center and state operated minimum security facilities, based upon on-site inspections and statistical data, is provided. The ten major areas of evaluation are: Administration; Fiscal Management; Personnel; Physical Plant; Accommodations, Sanitation, and Hygiene; Health Services; Food Service; Safety, Security and Emergency Procedure; Programs; and Records. (p.3). Not copyrighted.

010261

Marketing Correctional Industries Programs to the Private Sector
Knobloch, John R.
Correctional Industries Association Newsletter, v. 16 n. 2
1989

3 p.
The author offers seven recommendations for developing good relations between prison industries and the private sector. The recommendations address areas such as governing board composition, private sector advisory committees, and the involvement of legislators in presentations. Not copyrighted.
Monograph: Developing a Request for Proposals and a Proposal Review Process


cs: American Correctional Association (Lanham, MD)
This monograph describes the role of a Request for Proposals (RFP) and examines the specific circumstances under which an RFP is an appropriate method of soliciting proposals from potential providers. It explains the general structure of an RFP and the processes of preparation, release and review. The monograph presents a detailed analysis of the typical elements of a well-prepared RFP and it includes a sample request for proposals document. Copyright not indicated.

Office of Health Services: Five Year Needs Assessment

1994 137 p.

cs: Florida Dept. of Corrections. Office of Health Services (Tallahassee, FL)
The Florida Department of Corrections' Office of Health Services addresses the issue of correctional health care needs. This is achieved by examining the organization, provision of health care, accomplishments, and alternatives to current practices. This document addresses the following areas projected over a five-year period through 1998: organization and structure; growth of health care costs, services, and staffing; assessment of needs; anticipated problems and opportunities; assessment of services provided by outside health care providers; cost-containment strategies; privatization policies and their impact on health care quality and its cost; and recommended courses of action. (Intro.) Not copyrighted.

The Option of Prison Privatization: A Guide for Community Deliberations

Ammons, David N.; Campbell, Richard W.; Somoza, Sandra L.

cs: University of Georgia. Carl Vinson Institute of Government (Athens, GA)
Speaking directly to the interest and needs of state and local government officials who are grappling with the development of state policies on prison privatization or considering a privatized prison in their jurisdiction, this monograph reviews the history of private sector involvement in prisons, examines the primary issues in prison privatization, and explores recent developments and relevant research findings on the topic. Copyrighted.
The Placement of Oklahoma Department of Corrections' Inmates in Private Prisons: Report to the Oklahoma Board of Corrections on the Implementation of O.S. 57, Section 561
cs: Oklahoma Dept. of Corrections (Oklahoma City, OK)

Title 57, Section 561, the private prison statute, was implemented to address the problem of overcrowding in Oklahoma prisons. This report describes the process of implementation. Two sections not included in the "February 23, 1996" report with similar content are: Private Prison Implementation Plan, and Requests for Proposals--Solicitation of Additional Proposals. Not copyrighted.

cs: Oklahoma Dept. of Corrections (Oklahoma City, OK)

Since the Oklahoma DOC was operating at 120 percent of capacity, private prisons became the only other option, and Title 57, Section 561 was implemented. This report describes the process of implementing this private prison statute. It covers such topics as: mandatory pre-bid conference; site visits; contract development and negotiation; and master contracts. Not copyrighted.

cs: Minnesota Dept. of Correction (St. Paul, MN)

This document details the Minnesota Department of Correction's requirements for its requests for proposals (RFP). It provides the minimal information to be included in an RFP, and gives specific examples to be followed. Not copyrighted.

000807 KUTAK VF 940.18 PRISON PRISON INDUSTRIES: LEGAL BARRIERS TO PRIVATE SECTOR INVOLVEMENT

MOKE, PAUL 1984

011044 Kutak VF 346.10 Prison Prisoners' Rights and Correctional Privatization: A Legal and Ethical Analysis

Thomas, Charles W.

In this analysis of correctional privatization, Thomas explores two primary questions: Are there some essential public services that the government is obliged to provide, but cannot properly provide through contractual arrangements with the public sector?
And, given that the government has the exclusive power to deprive individuals of their liberty and their lives, would it be proper for the government to involve private parties in the punishment process? Copyrighted.

009902 Kutak VF 346.10 Private
Private Adult Correctional Facility Census (9th ed.)
Thomas, Charles W.; Bolinger, Dianne
cs: University of Florida. Center for Studies in Criminology and Law. Private Corrections Project (Gainesville, FL)
This census provides various information of privately managed secure facility contracts for United States facilities, Australian facilities, and United Kingdom facilities. Information includes: facility name and location, primary source of prisoners, rated capacity, occupancy percentage, security level, ACA accreditation, and facility construction. Appendixes include: research findings regarding legal authority to contract, management of juvenile and non-secure facilities, management firm contacts and addresses, and private facility administrators and addresses. Copyright not indicated.

009375 Kutak VF 346.10 Private
Private Prisons: Coat Savings and BOP's Statutory Authority Need to Be Resolved
Stana, Richard M.
United States General Accounting Office, GGD-91-21
cs: U.S. General Accounting Office (Washington, DC)
GAO reports on the use of private prisons as a possible means of abetting crowding problems within the federal prison system. GAO identifies four states and sixteen local governments that have contracted with the private sector for the management and operation of a correctional or detention facility. GAO concludes that the Bureau of Prisons does not have sufficient statutory authority to use private prisons for the general adult inmate population. After finding studies on cost and service inconclusive, the report recommends more research and testing to determine the effects of privatization at a federal level. Not copyrighted.

012270 Kutak VF 346.10 Private
Private Prisons: Defining the Issues
Robbins, Ira P.
This article summarizes the advantages and disadvantages of privatization in corrections. Among the issues discussed are the costs of privatization and the various legal issues involved in privatizing corrections. The article suggests that more public involvement is needed in this debate. Copyright not indicated.
A brief review of literature on private-sector involvement in prison industries indicates that, while some projections are optimistic, limitations have been experienced in areas such as firm recruitment and profitability. Legal prohibitions make involvement at the Federal level even more limited. Not copyrighted.

This document describes the private sector prison industries programs in nine states that have relatively large or successful programs: Arizona, California, Kansas, Minnesota, Nebraska, Nevada, Oregon, South Carolina, and Washington. It lists the companies, products, and number of inmates employed in each case. Not copyrighted.
Private Sector Prison Industries: Steps for Future Action
1988
33 p.
cs: Criminal Justice Associates (Lafayette Hill, PA); Wharton Center for Applied Research (Philadelphia, PA)
SP: National Institute of Justice (Washington, DC); U.S. Bureau of Justice Assistance (Washington, DC)
"Recommendations to the Department of Justice developed from the workshop materials are presented in this report. They include supporting amendments to legislation relevant to private sector prison industries, the development of an information and advocacy mechanism to help promote prison-based joint ventures and provide information necessary for their effective implementation, and sponsoring research to further understand the issues surrounding the development and operation of these enterprises and to document their impacts on the prison, the prisoner-worker, and the community."--p. ii. Not copyrighted.

Privatization and Contracting in Corrections: Results of an NIC Survey
Special Issues in Corrections, February 1996.
cs: LIS, Inc. (Longmont, CO); National Institute of Corrections Information Center (Longmont, CO); National Institute of Corrections. Prisons Division (Washington, DC)
SP: National Institute of Corrections, February 1996.
This fifty state survey explores the issues of contracting from the perspective of the department of corrections themselves. It summarizes current activity in contracting for facilities and services, both in terms of scope and related costs, and examines issues in contract management. Part 1 addresses facility privatization, and Part 2 covers contracting for correctional services. A listing of DOC contracting contacts is included as Appendix A. Not copyrighted.

Privatization and Cozy Politics: Can We Have One Without the Other? Privatization: Public/Private Partnerships of "Cozy" Politics?
Kobrak, Peter
The author examines the political dimension of privatization, with particular emphasis on lack of oversight at the Department of Housing and Urban Development. Copyright not indicated.

Based on a study underway reviewing some 975 papers from around the world, this paper outlines the project which is reviewing the international evidence relating to the effectiveness of privatization of service provision through either the sale of assets or the contracting out of services. A series of measures of performance are outlined which will be used as a framework for the assessment of privatization effectiveness. The meta-analytic approach is presented as an alternative approach in order to determine the extent to which more efficient or effective service provision has actually been achieved in practice. (Summary) Copyright not indicated.

This report identifies and discusses the major issues that should be addressed by government officials who are considering jail privatization as an option in Florida. The report contains three major sections. The first section examines the current status of privatized jails both nationally as well as in Florida. The second section presents supporting and opposing arguments to key issues involved in the privatization debate. The final section provides an analytic framework for policy makers. Copyright not indicated.

The Privatization of American Corrections: A Selected Bibliography (Updated ed.)
Thomas, Charles W.; Frank, Melanie A.; Martin, Sara L.
1994
Copyright not indicated.
Privatization of Corrections: Professor Robbins Responds
Robbins, Ira P.
Professor Robbins responds to proponents who **took** issue with his publication, "The Legal Dimensions of Private Incarceration." Not copyrighted.

Hruby, Karen L.
cs: Maine. Legislature. Office of Policy and Legal Analysis (Augusta, ME)
This study reports on privatization in a variety of service areas including corrections, finance, government administration, health services, human services, public safety, and mental health and mental retardation services. This volume discusses the general literature on privatization and presents the results of a survey on privatization practices in twelve states. Three key areas of emphasis discussed are policy decisions, cost/benefit decisions, and outcome evaluations. Not copyrighted.

Privatization of State Services, Volume II: Corrections
Knox, John B.
1992 70 p.
cs: Maine. Legislature. Office of Policy and Legal Analysis (Augusta, ME)
This report presents the results of an extensive search of the literature on the issue of privatization of correctional facilities. The report is divided into the following areas: historical perspectives on and the current status of the privatization of corrections; issues in privatization; attitudes of governmental agencies, academic authorities, and special interest groups; evaluations of privatized facilities; and guidelines on how to privatize. Not copyrighted.

Privatize Federal Prison Hospitals? A Feasibility Study
McDonald, Douglas C.
1990 115 p.
cs: Abt Associates (Cambridge, MA)
SP: National Institute of Justice (Washington, DC)
This feasibility study reviews issues related to privatizing federal prison hospitals. The report includes a description of the Bureau of Prisons' Health Care System and considers opportunities for cost reduction by means of referral centers. Also discussed are effects on cost and quality of service for contracted prison hospitals. A final section reviews alternatives to the privatization of prison hospitals. Not copyrighted.
As a result of the U.S. Department of Education's request for proposals, a joint venture between three counties was selected to implement a unique jail demonstration program, focusing on new approaches to incarcerated offenders at the local and state levels. This document describes the overall approach of the Department and the current status of the efforts in each of the three demonstration sites. Topics discussed include costs, recidivism, education, substance abuse treatment, jail industries, staff training, family programs, job training, and life skills training. Copyright not indicated.
alcohol and other drug treatment (AOD) and Medicaid agencies who are planners and managers of managed care contracts. The document uses experts in this area to address critical issues and present guidelines and recommendations for purchasing managed care services in the area of AOD. Topics covered include: needs assessment, services financial management, managed care models, access to treatment, and consumer protections. May contain copyrighted material.

011085  Kutak VF 1310.24 Reduction
         Reducing the Costs of Operating New York State's Prisons
         Rubenstein, Edwin S.  
         cs: The Empire Foundation for Policy Research (Albany, NY)
         This paper focuses on the need to keep the annual costs of operating the states expanding prison system as low as possible without sacrificing safety. In particular the author examines staffing levels, staff salaries, inmate Services, prison size and configuration, and the cost-effectiveness of privatization. Copyright not indicated.

012788  Kutak VF 346.10 Report
         Report of the Auditor of Public Accounts Review of: Contracts Between Department of Corrections and U.S. Corrections Corporation; Classification and Assignment of Prisoners and Occupancy Rates by Department of Corrections; Pell Grant Activity at Lee Adjustment Center
         Chandler, A.B., III  
         cs: Kentucky. Auditor of Public Accounts (Frankfort, KY)
         The following contract requirements were reviewed for purposes of this report: staffing, canteen fund, food coats, clothing, vocational programs, audit and financial data, and related party transactions. The U.S. Correction Corporation is a private company engaged in the operation and administration of correctional facilities. Copyright not indicated.

010140  Kutak VF 346.10 Report
         Report of the Joint Subcommittee Studying Privatization of Correctional Facilities to the Governor and the General Assembly of Virginia
         House Document (Virginia General Assembly), 1991 n. 41  
         cs: Virginia General Assembly. Joint Subcommittee (Richmond, VA)
         The Joint Subcommittee finds privatization to be an attractive alternative that may potentially reduce costs for both the Commonwealth and local governments. In addition to further study, the Subcommittee recommends a limited initial program, possibly to include female offenders, minimum security male offenders, or local jails and detention centers. Not copyrighted.
Report of the Secretary of Labor to the U.S. Congress on Compliance by State Prison Industry Enhancement Projects with Section 1761(c) of Title 18 of the United States Code as Required by Section 2908 of the Crime Control Act of 1990
cs: U.S. Dept. of Labor (Washington, DC)
Following a review of the legislative history that has enabled the private sector to become involved in prison industries, and an introduction to certification requirements under the current law, activity within the states, including prevailing wage requirements, is briefly reviewed. Not copyrighted.

A Report on Inmate Labor in Florida: One Century, One Decade of Private Management in the Public Sector
cs: Florida. Legislature. Senate. Committee on Corrections, Probation and Parole (Tallahassee, FL)
Tracing the history of convict labor in Florida from its post-civil War origins to the present, this report focuses on the decade since the 1981 Legislature decision to contract its state prison industrial operation to private sector management. While the current arrangement is generally satisfactory, several structural, marketing, and capital changes are recommended. Enabling legislation for correctional work programs, generally, and leased or managed programs are included. Not copyrighted.

Request for Expression of Interest for the Private Operation, Management and Servicing (POMS) of the Department of Corrections
Bello, Frank; Gaston, Arnett P.
cs: New York (N.Y.) Dept. of Correction (New York, NY)
"The City of New York... has embarked upon a needs analysis to assess the cost and operational effectiveness of contracting out security, program, operational, administrative, support, medical, dental, psychological, social and endemic services for short and long-term clients currently provided by uniform and civilian employees." This Request for Expression of Interest seeks to gain information from the private sector to aid the Department's decisionmaking process on how best to provide these services. Not copyrighted.

Request for Proposals [for Health Care Services]
1990 29 p.
cs: Delaware Dept. of Correction (Smyrna, DE)
The responsibilities of the contractor in providing health care to inmates and staff are detailed in a blank Agreement, to be signed
by the Department of Corrections and the successful contractor. Attachments include the form, "Report of Employee Annual Physical Examination," salary range for required positions, and an inventory of medical equipment. Not copyrighted.

011184 Kutak VF 820.70 Request
Request for Proposals [from the] Kansas Department of Corrections [for the Provision of Comprehensive Health Care Services to the Incarcerated Population]
cs: Kansas Dept. of Corrections (Topeka, KS)
This Request for Proposals describes in detail the specific criteria to be met when submitting a bid for the provision of comprehensive health care services to the incarcerated population. Services are to include, but not be limited to, medical, dental, mental health, special diets, optometry, and related support services. Not copyrighted.

012382 Kutak VF 346.10 Request
Request for Qualifications: Finance, Design, Construct, Operation and Management of Secure Adult Correctional Facilities for the Arkansas Department of Correction
cs: Arkansas Dept. of Correction (Pine Bluff, AR)
This document is a request for proposals for the design and construct, operation and management of a 600-bed female facility and a 600-bed male facility. The first section provides general conditions, proposal requirements and format. The second section presents general information related to the finance, design, construction, operation and management of the facility. And, section three explains the Department's basis for applicant selection. Not copyrighted.

010612 Kutak VF 346 Resolvi
Resolving the Problem of Qualified Immunity for Private Defendants in Section 1983 and Bivens Damage Suits
Thomas, Charles W.
Concerned with the implications for correctional privatization, this article examines issues surrounding qualified immunity from civil suits for private employees. A background section focuses on several recent such civil suits and what they reveal about the underlying legal and philosophical issues within correctional privatization. The final analysis forecasts how the federal courts ultimately will resolve questions of public policy rationale as it concerns these particular private parties. Copyrighted.

012924 Kutak VF 346.10 Senate
Senate Bill 3196: An Act to Amend Tennessee Code Annotated,
Title 41, Chapter 8 and Title 41, Chapter 24, Relative to Construction and Operation of Correctional Facilities
Rochelle, Robert
cs:  Tennessee. General Assembly (Nashville, TN)
This document contains Senate Bill 3196, an Act to amend Tennessee Code Annotated, in its entirety. The Act addresses contracting for correctional services. Not copyrighted.

012362  Kutak VF 346.10 Testimo
Testimony Regarding Correctional Privatization...Before the Subcommittee on Crime of the House Committee on the Judiciary, Washington, D.C., June 8, 1995
Thomas, Charles W.
1995  30 p.
cs:  University of Florida. Center for Studies in Criminology and Law (Gainesville, FL)
This document is a copy of testimony delivered before the House Subcommittee on Crime on June 8, 1995. It provides an overview of recent information concerning design, financing, construction and management of adult correctional facilities. It also offers a brief history of correctional privatization. The testimony addresses questions concerning privatization cost savings and quality of service and provides a recommendation for federal action to promote privatization. Not copyrighted.

011781  Kutak VF 346.10 Transfo
The Transformation of Correctional Privatization from a Novel Experiment into a Proven Alternative
Thomas, Charles W.
This analysis examines the privatization debate, specifically focusing on the issues of cost savings and quality of correctional services. In addressing critical policy questions, the analysis provides an overview on the history of privatization, information on legal authority to contract, and growth trends in contracting. Table One presents an overview of legal authority to contract by American jurisdictions, and Table Two provides a summary of the status of private corrections management firms as of June 30, 1994. Copyright not indicated.

010296  Kutak VF 346.10 What
What Impact Will the Privatization of Jails Have on Sheriffs' Departments by Year 2000? A Study That Provides a New Perspective in the Management of California County Jails
Youngblood, Don
1990  104 p.
cs:  California Commission on Peace Officer Standards and Training. Command College (Sacramento, CA)
With a focus on the management of California's county jails, this futures study examines the potential for implementing staffing
methods and other management techniques used by the private sector. The study proposes two career destinations for graduates of sheriffs academies, separating corrections from a law enforcement career path. Strategic management, including policy options, is covered in Section II, while Section III presents a transition management plan. Copyright not indicated.

serial
Kutak Periodical
524
Work In American Prisons: Joint Ventures with the Private Sector
Sexton, George E.
National Institute of Justice Program FOCUS, November 1995
cs: National Institute of Justice (Washington, DC)
This document highlights three companies that have developed successful and mutually beneficial partnerships with prisons in South Carolina. Two other joint ventures in California and Connecticut are described briefly. The article provides information on starting a joint venture as well as pointing out the controversy surrounding these industries. Not copyrighted.

006940
Kutak VF 940.40 Work
Work in American Prisons: The Private Sector Gets Involved
Auerbach, Barbara J.; Sexton, George E.; Farrow, Franklin C.
U.S. Government Printing Office (Washington, DC)
Issues and Practices in Criminal Justice
1988 113 p.
cs: National Institute of Justice. Office of Communication and Research Utilization (Washington, DC); Criminal Justice Associates (Lafayette Hill, PA)
SP: National Institute of Justice (Washington, DC)
Current and historical developments in private-sector prison industries are described, costs and benefits for both the public and the private sectors are analyzed, and strategies for future growth are suggested. A model for private-sector prison industries is also presented. Includes bibliography. Not copyrighted.